

F. I. L. E. Personnel 13

DD/S 64-0673

8 FEB 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Recruitment Advertising

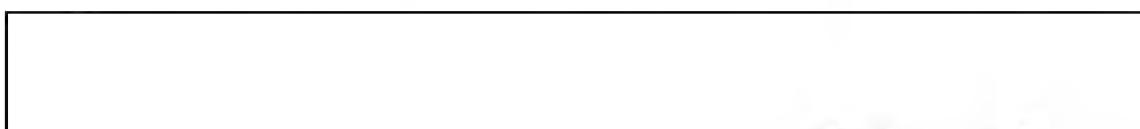
1. Several days ago I forwarded to the Director of Security a request from DD/S&T that certain advertisements for scientific personnel be inserted under the CIA banner in scientific journals. This request was addressed to the Assistant to the Director and had previously been declined by Mr. [redacted] for lack of authority. We asked the Director of Security for his recommendation.

25X1

2. Attached is an Eyes Only memorandum dated 25 January to the Acting Director from DD/P transmitting a copy of an article from the 18 January edition of The Economist which among other things comments on CIA's recruitment and advertising. General Carter has asked for Colonel White's comments on the DD/P memorandum.

3. Will you please coordinate this with the Director of Security and submit your views on recruitment advertising under the Agency's banner for scientific and technical personnel. I have discussed this with Mr. [redacted] who is holding the DD/S&T memorandum referred to above for consideration and reply along with the DD/P memorandum attached.

25X1



Executive Officer to the  
Deputy Director for Support

Att: Memo dtd 25 Jan 64 to A-DCI fm

DD/P, same subj (Eyes Only) - DD/S 64-0552

EO-DD/S:VRT:fnaq (3 Feb 64)

Distribution:

Orig - Adse w/O of DD/S 64-0552 w/att

1 - DD/S Subject w/ccy of DD/S 64-0552 w/att and ccy of DD/S 64-0425 and

VRT note to D/S [redacted]

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1 - DD/S Chrono

. . over. .

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**DD/S 64-0425: Memo dtd 23 Jan 64 to Asst. to the Director fm Albert D. Wheelon, subj: Recruitment Advertising for Life Scientists**

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
<b>CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director (Support)		
2			
3			
4			
5			
6			
ACTION	BRIEFCASE REPLY	PURCHASE REPLY	
APPROVAL	DISPOSITION	DISPOSITION	
COMMENT	FILE	DISPOSE	
CONFIRMANCE	INFORMATION	FORMATIVE	

**Remarks:**

General Carter has read the attached and would like your comments.

[Redacted]

**FOLD HERE TO RETURN TO SENDER**

FROM: NAME, ADDRESS AND PHONE NO.	DATE
EA/DDCI 7D691	1/27/64
RECORDED	SECRET

STAT

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DD/S 64.0552

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25 January 1964

EYES ONLY

MEMORANDUM FOR: Acting Director

1. The attached item from THE ECONOMIST raises again the question of the advertisements the Agency places in SCIENTIFIC AMERICAN and other periodicals.

2. I am frankly unable to analyze why it is, but the reaction of individuals outside the Agency to these advertisements is adverse. I have had friends say, "Do you mean that CIA is not able to get specialists to work for it by direct recruitment methods?" Even after one explains that individuals found through the advertisements will work in the overt part of the Agency, the listener invariably shrugs his shoulders and is still unconvinced that there are not better ways of procuring top-flight officers for the Agency.

3. For my own part, I have never understood the need for the ads. Maybe they produce a lot of good leads, but frankly they tend to make it look as though we were "from hunger".

Richard Helms  
Deputy Director for Plans

Attachment

THE ECONOMIST - Jan 18, 1964  
"CIA's Critical Time"

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600110016-9

## CIA's Critical Time

FROM A SPECIAL CORRESPONDENT

**F**or the Central Intelligence Agency to make public, as it has recently, its estimates and views on the Soviet economy (which are discussed on pages 108 and 109) is something new on the part of this much-criticized but traditionally silent service. In Washington there is much speculation about this departure, which has been received with a minimum of enthusiasm at the State Department. One of the motives of Mr McCone, the head of CIA, is said to have been a desire to improve the agency's "image" which had been frayed as a result of its operations in Cuba and Vietnam. This battering may also account in part for the intensity of its current recruiting drive. In the September number of *Scientific American* there appeared a modest advertisement headed, surprisingly, "The Central Intelligence Agency." It offered careers to scientists in Washington and elsewhere, and added "The work IS classified." More recently Mr Max Wiedka, the CIA's recruiting officer in New York, held a luncheon meeting for university officials in charge of appointments for graduates. The agency, he said, sought to recruit students of economics, politics, history, geography, languages, science and mathematics, and would converse with private business and the universities to get them. "Don't treat this as a joke," Mr Wiedka warned his audience. "Remember, the enemy could profit by that."

The habit of regarding the CIA as a joke has tended to spread in Washington during the past few years—the wags have dubbed it "McConney Island." But, as the Hoover Commission admitted in 1955, attracting bright young graduates into intelligence can never be easy. Few trained scholars relish the prospect of working under conditions of maximum security. Recent congressional discussions of a "CIA Reorganization Act" (House Bill 4000) underline the danger of redundancy. And CIA's largely-deserved reputation as a "hard-line" agency undoubtedly repels at least a proportion of those who might otherwise be willing to work for it: the eagle on the CIA's insignia soars firmly to the right.

Nor have the agency's relations with the State Department shown much sign of improvement. Following the Bay of Pigs episode in Cuba, President Kennedy reminded each American ambassador abroad of his personal responsibility for overseeing the activities of all American officials resident in his jurisdiction. But this did not prevent Mr John Richardson, the CIA chief in Saigon, from continuing to buttress the Diem regime last summer while Ambassador Lodge was attempting to modify or even to undermine it. The only way Mr Lodge could assert his authority was by having his rival recalled to Washington. The problem is that local CIA officials owe allegiance to neither the ambassador nor the State Department, but to a powerful agency in Washington which, as events in Vietnam demonstrated, is itself capable of influencing policy.

Events in Vietnam also demonstrated the disadvantages of housing fact-gathering and "special operations" under the same roof. As one expert commentator has put it, agents trying both to collect information and to blow up or overthrow a foreign government "may develop a less than objective sense for distinguishing between fact and aspiration." In Saigon the CIA found itself both operator and assassin. But to separate the two functions would not be easy: operatives well placed for collecting clandestine information are often also well placed for conducting covert operations. However, the creation of a separate military command agency would almost certainly lead to duplication and conflict. During 1961 a committee of General Marshall and Mr McCone recommended transferring the bulk of the CIA's covert operations to the Defence Department. But this solution had the obvious drawback of emer-

ging that the uniformed services, and hence American prestige, would become involved as soon as key paramilitary undertakings became a matter of public knowledge. In the event, routine operations were left in the CIA's hands, with control to be transferred to the Defence Department only if a particular venture grew big enough to warrant open military participation.

America's difficulties in Vietnam point to another endemic problem of intelligence: evaluation. It is one thing to collect crude data; another to make sense of it; yet another to make predictions based on it. Sometimes assumptions about policy influence on the assessment of data; occasionally an agency develops a strong institutional commitment to a given position in policy. These dangers are magnified the more intelligence becomes centralized. In this field, although under Mr Kerrey it had a powerful role in the State Department's intelligence office, CIA remains parapublic; its head is not merely "Director of CIA" but "Director of Central Intelligence." In the stormy aftermath of the Bay of Pigs, top Administration advisers suggested that the functions of fact-collection and evaluation be separated and that a "Co-ordinator of Intelligence" be appointed. Eventually Mr John McCone was named Director without any major reforms being instituted but, in January, 1962, President Kennedy called upon Mr McCone advising him to delegate routine operational work and to concentrate on his primary task of co-ordination and evaluation.

Most of the CIA's problems are insoluble; they would arise in some form no matter what the institutional arrangements. For this reason, both Congress and the Executive have looked to the creation of some permanent mechanism of surveillance. A early as 1946 a Bill for the setting up of a Joint Committee on Foreign Affairs was introduced in the House of Representatives and in 1956 the Senate devoted two days to debating a Bill. The proposal has been revived in recent months, but it is still strongly opposed by the Administration: quite apart from breaches of security which might occur, no President wishes to see his line of authority in the CIA foiled by zealous legislators. To forestall this possibility in 1956 President Eisenhower appointed an independent, lay, investigative committee. This was reactivated in 1961 and renamed the President's Foreign Intelligence Advisory Board. How often it meets, or whether it accomplishes anything, no one is quite sure. Its present chairman, Mr Clark Clifford, an old friend of President Johnson, is reputed to know little of intelligence matters but has considerable skill as a bureaucratic politician and his rather thin expertise may be what the job requires. Just before his death, however, President Kennedy called for a new study of all intelligence activities to improve their efficiency and increase their co-ordination. Mr Johnson has appointed to conduct it, under the supervision of Mr McCone, representatives of the State Department, the service and the CIA itself. Whatever its conclusions, of the intelligence community in general it must be fairness be used in whatever it goes uncorrected. Its failures are transmitted to all the world.